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PERSONNEL MANAGEMENT  
ACTIVITIES AND ACCOMPLISHMENTS FY 1987

1. The human resources planning and development efforts within the FBI has both the short and long term objective of direct hiring of Support personnel to fill specific, critical, and specialized positions. In the short run the FBI has established the policy that if a canvass of Bureau support employees fails to produce a qualified candidate(s) recruitment of an applicant(s) from outside the FBI may be initiated. The long term human resources planning is dependent upon the development of entry and promotional selection procedures within a career path frame work. Once developed the FBI will be able to group its examining procedures in an efficient, yet employee-sensitive manner. This effort is presently underway with the awarding of a contract in July '87 to an outside firm and is planned too be completed in two years. At that time the Bureau will have valid job-related criteria for candidates of support positions that will allow for the development of a five year human resource plan for most support positions.
2. The Bureau has held conferences for twelve newly appointed Applicant Coordinators so as to increase their knowledge and heighten the professionalism as it relates to recruiting matters. For FY 1988 two annual conferences for Applicant Coordinators and two other nationwide conferences for key support personnel in the applicant process is planned.
3. In regard to Special Agent recruitment, the Bureau is currently reviewing submissions of seven advertising agencies in order to professionalize, enhance, and provide cost effective advertising, market analysis, recruitment brochures, literature, and related materials, comparable to what business, industry, and other government agencies do.
4. A total of 102,350 nursing services were provided to employees in addition to 6,343 flu inoculations and 6,298 employees screened for high blood pressure in health awareness sponsored programs. 11,349 fitness-for-duty physical examinations were provided and reviewed. Increased emphasis was placed on expansion and development of the Employee Assistance Program in order to ensure availability of service to all employees.
5. During FY 1987, approximately 3,000 employees attended job-related training courses at non-Bureau facilities. Government Employee Training involving travel was suspended in March, 1986 due to the Gramm-Rudman-Hollings-Reductions Act; however, training was able to continue in an effective and efficient manner.

6. During FY 1987 the new Federal Employees Retirement System was implemented. The FBI had to manually review approximately 22,000 Official Personnel Files to determine correct retirement status (FERS, CSRS, OFFSET) and to figure the amount of retro-active monies to be placed in individual Thrift Savings Plans.

7. An ongoing analysis of the transfer policy has resulted in several policy changes during FY 1987. One significant change was the reduction in the number of office of preference transfers afforded an Agent during his/her career, which will be more cost effective and benefit a larger number of Agents fieldwide. Another policy change was amending the San Juan transfer policy, which has improved the staffing situation relative to that field office.

8. The Bureau is currently in the process of implementing an automated case/research/retrieval system and a data base to contain a history of disciplinary actions handled within the past 5 years. Progress thus involves the development of a proposed format and list of offenses to be included in the system.

9. A field wide survey was conducted to assess the field support personnel needs for FY 1988.

10. The FBI has entered into a contractual agreement with the Institute of Defense Analysis for the purpose of developing a comprehensive Decision Support System to include a Personnel/Payroll System for both the FBI and DEA. The prototypes for the FBI personnel and payroll systems are to be up in October, 1987 and January, 1988, respectively. For DEA, both prototypes are expected to be up in June, 1988.

11. Position classification management reviews in regard to essentiality, soundness of design, adequacy of description, and accuracy of the classification were conducted. Along these lines a position classification study was completed for the purpose of developing current position descriptions and a career ladder for Personnel Staffing Specialists in grades GS 5 - GS 12 to service the FBI's centralized staffing office; and to document duties and responsibilities of the newly formed Human Resource Planning and Development Subunit of which the staffing element is a part.

12. In researching the feasibility of establishing one position for all field offices, it was noted that it would not be cost effective in the larger offices. From a position management point of view, it is better to assign the same grade level functions to a few employees rather than spreading the performance of grades GS 3, 4 and 5 level functions among many employees.

13. Study of Office Service Managers and Assistant Office Service Managers is in progress; travel to five field offices has been completed and study is progressing. The study has been divided into small, medium, and large size offices. This has enabled the classifiers to identify problems and recommend solutions at each level. The small and medium office career ladders should be completed by 10/87, and the selection and promotion criteria shortly thereafter. The large offices are to be studied individually due to the complexity of their operations.

14. The Bureau continues to follow the implementation of the Field Office Information Management System and the effect the system will have on position design and classification. As the system is not fully implemented, the changes to positions are still evolving and must continue to be monitored to ensure classification is consistent with changing duties and responsibilities.

15. Many positive actions were taken in FY 1987 to develop a comprehensive human resource plan for FBI support positions. The primary emphasis has been on the development of a professional group of Staffing employees. This has been necessary in anticipation of the new system that will result from the completion of the job/task analysis study (see items number 1 and 16).

16. The Job/Task Analysis for General Schedule grades GS 3 through GS 15 support positions is a long-range project. This project entails contracting with an outside firm to develop and validate job-related entry and promotional level selection criteria and procedures for more than 530 position titles involving more than 12,000 General Schedule support employees.

In July, 1987, a contract was awarded to Advanced Resources Research Organization (ARRO) to complete this project. Three employees are assigned to analyze data, prepare preliminary reports and assist ARRO until its completion which will take approximately two years. (See item number one).

17. Employees have been assigned to the Career Guidance Program and the goals and objectives of the program have been systematically expanded towards a full service guidance program for FBI Support and Service Personnel that will include providing support to operational supervisors and managers at FBIHQ and the field.

In addition to individual counseling, steps have been taken to establish representatives in each FBIHQ Division and field office, to conduct research and develop supportive material for FBI employees, supervisors and managers pertaining to career guidance matters.

18. A Drug Deterrence Program has been implemented to include urinalysis testing for drugs of abuse for Special Agent applicants, Special Agents during their probationary period and the testing of all FBI employees where reasonable suspicion of drug abuse exists.

19. A Cooperative Education for Students in a High School Program and a Temporary Limited Employment for Students Program were implemented and offered as alternative hiring methods.

20. Surveys were conducted in a number of our field divisions and at FBIHQ as a result of special rate studies spearheaded by OPM and other agencies. The FBI was successful in obtaining special rates in every study in which we participated.

21. The Career Guidance Group developed a resume workshop available to all FBIHQ support employees. This workshop gives employees an opportunity to learn how to prepare complete, accurate, and legible position application and qualification statements for Bureau positions they are interested in.

22. The Bureau has developed the capability of taking a "snapshot" of the FBI at a given point in time. This new capability will enable the Bureau to identify certain trends in personnel matters and to enhance decision making capability by middle and upper management.

23. The policy establishing a Performance Management System has been approved by both the Department of Justice and the Office of Personnel Management. The provisions for Special Agents have been extracted from the policy and prepared in a format designed for use by rating and reviewing officials. New appraisal forms have been designed and printed, and the primary model critical elements and performance standards for Special Agents have been completely revised. An airtel, to transmit the provisions and models to all offices, has also been prepared.

24. The FBI/DEA Senior Executive Service proposal has been approved by the DOJ and forwarded to the Office of Management and Budget and OPM for review and approval.

25. During FY 1987, a total of 649 Agents entered on duty. These individuals were in the following categories: 69 minorities, 124 females, 82 accountants, 80 lawyers, 10 linguists, 247 diversified and 37 engineering/science.

26. A total of 967 Support appointments were offered for FBIHQ and 777 for the field divisions. A total of 788 entered on duty at FBIHQ, and 545 in the Field.

27. The FBI conducted 541 background investigations for DEA with 221 cases still pending.

28. Numerous Training Seminars have been held to ensure the development of employees in various specialties.

29. On a continuing basis, each field office and headquarters division is inspected every two years for compliance with proper operating procedures.

30. Surveys were executed and conferences and meetings held to enhance and expand the process of computerization of numerous personnel related activities, of which many are still on-going.

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ACTIVITIES AND ACCOMPLISHMENTS FY 1986

1. Initiated a pilot project in the Southeastern United States to evaluate and study a more regionalized recruiting effort to ensure the most efficient means of meeting our personnel needs. This will be the prototype program for implementation in other areas of the United States.
2. A new interview format for selection of Special Agents is currently being implemented. This new system was developed by an outside contractor and requires modifications in our existing system.
3. Through some selective advertising and the establishment of regional recruiters, the FBI has begun implementation of a college relations program. This program will permit the FBI to staff positions in a more efficient and effective manner.
4. Numerous training seminars have been held to assure the development of employees in the various specialties.
5. On a continuing basis, each field office and headquarters division is inspected every two years, for compliance with proper operating procedures.
6. Surveys were executed and conferences and meetings held to enhance and expand the process of computerization of numerous personnel related activities, of which many are still on-going.
7. Completed in-depth study of both final and proposed regulations, governing the Performance Management System (PMS), that was issued by OPM on 3/11/80. Policy establishing a PMS for FBI employees, has been written and sent to the Department of Justice and Office of Personnel Management for approval.
8. To implement the Senior Executive Service (SES) for the FBI's Supergrade employees, a legislative package was drafted for the review and approval of the Department of Justice, Office of Personnel Management and Office of Management and Budget, prior to submission to Congress for enactment.
9. A field wide survey was conducted to assess the field support personnel needs for FY 1987.
10. Several position classification studies were initiated and/or completed, to revise position descriptions that were no longer accurate, to initiate new programs and/or to develop

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career ladders. Some of the positions involved were: Staffing Specialists, SAC/ASAC Secretaries, NCIC Operator positions, Bulky Exhibits, Computer Assistants, and Omnibus positions.

11. The overall objective of the job/task analysis for all support positions is to ensure all selection and promotional procedures for Support Positions are job-related and valid.

The specific objectives of this project are limited to: defining the various support positions according to the types of tasks performed; determining the types of knowledges, skills, abilities, and other attributes required to perform those tasks; and determining the training requirements associated with each of the positions defined.

Phase one, directed at studying GS support positions in our 59 field offices has been completed. Occupational Survey and Response booklets were administered to 4,487 field office support personnel. The data obtained was entered into a computer and a report completed.

The Headquarters portion (phase two) is near completion. Five Occupational Survey booklets have been printed and are ready for distribution to approximately 7,000 employees.

We are in the process of selecting an outside firm which will be required to develop valid job-related selection and promotion criteria for support positions. Further the firm will be responsible for developing validated testing for positions, as required to ensure the FBI is hiring and promoting support personnel based on merit principles.

We have not been content to wait for the job/task analysis to be completed. In the interim, a Human Resources Planning Group, a Career Guidance Program, and a Staffing team have been established to develop a more professional and coordinated approach to resolving these issues. Presently this effort is concentrating on developing a system for matching people and jobs, providing a career counseling service, and improving communications at all levels.

12. During FY 1986, a total of 431 new Agents entered on duty. Among them were many with specialized backgrounds for which there was a need, including 47 accountants, 86 attorneys, 7 linguists and 28 engineers/scientists.

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13. A total of 1,817 general support applicants were sworn on duty during FY 1986 - - 1,219 at FBIHQ and 598 in the various field offices. An additional 183 appointments were issued to support applicants for a variety of specialty positions including Language Specialists.

14. The FBI has conducted numerous background investigations for DEA and they subsequently hired 986 SAs for their organization. The anticipated hires for this fiscal year had been set at 500-550.